

BINDURA UNIVERSITY OF SCIENCE EDUCATION

FACULTY OF COMMERCE

DEPARTMENT OF HUMAN CAPITAL MANAGEMENT



**AN INVESTIGATION INTO THE RELATIONSHIP BETWEEN HUMAN
RESOURCE PLANNING AND ORGANISATIONAL PERFORMANCE (A CASE
STUDY OF BINDURA NICKEL CORPORATION (BNC))**

BY

B193338B

**A DISSERTATION SUBMITTED IN THE PARTIAL FULFILMENT OF THE
REQUIREMENTS OF THE BACHELOR AND HONOURS DEGREE OF HUMAN
CAPITAL MANAGEMENT.**

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RELEASE FORM

Name of Author : Progress Funganjera

Registration Number: B193338B

Title of Project : An Investigation into the relationship between human resource planning on organisational performance. A case study of Bindura Nickel Corporation.

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Date : June 2023

APPROVAL FORM

The signatures testify that the signatories have overseen B193338B, on the research titled "An investigation into the relationship between human resource planning and organizational performance." Bindura Nickel Corporation was surveyed. The dissertation is submitted in partial fulfilment of the Bindura University of Science Education's requirements.

B193338B

Student Name	Signature	Date
.....

Name of Supervisor	Signature	Date
.....

Departmental Chairman	Signature	Date
.....

DECLARATION FORM

PROGRESS FUNGANJERA, registration number B193338B, certifies that this dissertation is the work of my own hands. Because this study is entirely my own work, any information derived from another source is credited in the references. There is no part of this research that has been or is now being submitted for another degree at another university.

.....

Signature

.....

Date

DEDICATION

This dissertation is dedicated to my family, particularly my mother and father, for their financial support. The piece is also a tribute to my friend Patricia Piasi, who has always been supportive of me.

ACKNOWLEDGEMENTS

To God be the glory, I want to thank the Almighty Lord for his mercy and kindness throughout this great academic journey. I would like to express my heartfelt gratitude to my sister, Ms. Funganjera, for her extraordinary guidance, for she has been there encouraging and supporting me throughout this research. Special thanks go to my parents for their continued support and love.

ABSTRACT

The research focused on the investigation into the relationship between human resources planning on organisational performance at Bindura Nickel Corporation. The study is mixed in nature as it uses both qualitative and quantitative approach. The researcher made use of questionnaires for the non-managerial staff and interviews for the managerial staff; the sample size was ninety-eight participants of that organisation. In analysing the data collected, the thematic approach was used in which themes were derived from the questions. The response rate was above 50%. After analysing the given data, the research results showed that human resource planning is efficient on organisational performance as it resulted in employee motivation, training and development, employee participation, employee involvement and making sure that the organisation recruits and selects qualified employees that are skilled enough to contribute in organisational performance. The study recommended employee involvement, also that employees must be trained and developed, and an organisation should keep up with technology.

LIST OF ABBREVIATION

BNC: Bindura Nickel Corporation

HRP: Human resource planning

HRM: Human resources management

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CHAPTER I

1.0 Introduction

In this chapter, we will delve into the contextual background of the research, the articulation of the problem, the objectives pursued by the study, the research inquiries, the underlying assumptions, the importance of the research, the scope and boundaries of the study, and the explicit definitions of key terminology that will be employed throughout the research.

1.1 Background of the study

According to Walker (1992), human resource planning involves the examination and prediction of an organisation's human resource requirements within a dynamic internal and external environment, with the aim of preparing for future changes. In simpler terms, it entails the study and assessment of the availability and necessity of human resources to ensure that an organisation can meet its objectives. Human resource planning has its origins in the systematic study of human resource management, which emerged with the development of the management field in the early 20th century (Gupta, 2009).

The relationship between human resource planning (HRP) and organisational performance is commonly perceived as interconnected (Walker, 1992). There exists an inseparable connection between human resource planning and organisational performance, where human resource planning serves as the input and organisational performance serves as the output. Human resource planning is of utmost importance for management teams, and it is crucial for decision-makers to ensure that the appropriate numbers of individuals possessing the necessary skills are situated at the right place and time to fulfill the requirements of both the organization and its clients while maintaining cost-effectiveness.

Since its inception, human resource planning has facilitated the process of workforce planning, also known as personnel planning, which involves forecasting and organizing the movement of individuals within and across workgroups. The essence of human resource planning lies in predicting the demand for personnel based on business requirements and

implementing appropriate strategies to fulfill these needs. Manpower demand forecasting entails estimating the quantity and types of human resources needed at different levels and departments within an organisation (Pradeesh, 2011). Its primary objective is to support workgroups in optimising their human resources by ensuring that an adequate number of individuals with the necessary skills are available to perform their job roles at the right time. Human resource planning assists workgroups in aligning their short-term and long-term organisational plans. Considering the pivotal role of human resources in the company's overall performance, human resource planning becomes an integral element of any workgroup's strategic plan (Gupta, 2019).

Enhancing performance stands as a pivotal objective for any business entity. According to Williamson (2008), performance encompasses factors like profitability, return on investment, and the quality of relationships established with the host community and stakeholders. The definition provided by Kaplan and Norton (1992) outlines organisational performance as a comprehensive assessment of financial and non-financial indicators, gauging the extent to which organisational objectives and goals are achieved. To meet the requirements for high performance, organizations must effectively utilise their human resources, as highlighted by Lunenburg (2012). Without appropriate non-human resources, such as machinery, materials, and financial capital, organisations may encounter challenges in achieving optimal performance. Undoubtedly, human resources emerge as the most vital asset for any firm.

Globally, companies such as BHP Limited, which is an Australia-based company, and Rio Tinto, which is based in the United Kingdom, face performance challenges despite having adequate non-human resources. These organisations, in trying to solve the problem, have embraced human resources planning to improve their performance (Ellinger and Svendsen, 2021).

The influence of human resource planning on organisational performance in Europe has been evidenced through a case study conducted on industrial enterprises in Austria (Ellinger and Svendsen, 2021). The study focused on examining the effects of human resource

planning on organisational performance within the Austrian context. The findings highlighted that human resource planning plays a crucial role in enabling businesses to effectively address both present and future talent requirements. It allows human resource managers to anticipate and cultivate the skills that hold the highest value for the organisation, while ensuring an optimal balance of staffing by leveraging the available resources. The report emphasises that human resource planning is a pivotal factor in determining organisational performance.

Mining businesses in South Africa, such as Impala Platinum Holdings, are having similar issues with human resource planning, resulting in a fall in income and production in 2022. The fall in production was due to operational issues, including longer safety stoppages, intermittent industrial action, and power-supply outages at its Rustenburg mine, which had a significant impact on production. (Serino, 2017).

Many companies in Zimbabwe, such as Bindura Nickel Corporation, encounter performance challenges due to ineffective and poorly designed human resource practices. Inefficiencies and inadequacies in human resource planning have been linked to various factors identified by Gupta (2019), including insufficient support from top management, inadequate strategic planning, inadequate budget allocation, lack of expertise in developing effective human resource plans to enhance organisational performance, inadequate implementation of human resource policies and measures, and a deficient human resource management information system. Consequently, these factors contribute to a decline in the overall performance of the organisation (Gupta, 2019). The aim of this study is to investigate the correlation between human resource planning and organisational performance.

1.2 Statement of the problem

Bindura Nickel Corporation's operational and productivity levels exhibited volatility in 2022 as a consequence of a substantial employee turnover rate and escalating organisational expenditures, including training and development, restructuring, and recruitment and selection (BNC annual report 2022). The overall headcount at Bindura Nickel Corporation witnessed a decline from 2020 to 2021, with projected figures for 2020, 2021, and 2022

indicating 1068, 1124, and 984 employees, respectively. A scarcity of human resources resulted in inadequate task completion, heightened stress levels, and an inability to meet the organisation's goals and objectives. In terms of production, Bindura Nickel recorded 5082 metric tonnes in 2022, representing a 5% decrease from the 5363 metric tonnes produced in 2021. Furthermore, production costs experienced a significant increase of 43% during 2022. Despite having a human resources planning strategy in place, the researcher was prompted to investigate the correlation between human resources planning and organisational performance due to the elevated labour turnover, reduced production output, and heightened production costs observed at Bindura Nickel Corporation.

1.3 Objectives of the study

The main research objective is to investigate the relationship between human resources planning and organisational performance. It will be supported by the following sub objectives:

- Determine the influence of the environment on human resource planning at Bindura Nickel Corporation.
- Examine the mediating effect of technological factors on human resource planning and organisational performance.
- Provide recommendations on how human resource planning enhances organisational performance.

1.4 Research questions

The study seeks to provide answers to the following questions:

- How does the environment influence human resource planning?
- What are the mediating effects of technological changes on human resource planning and organisational performance?
- What is the influence of human resource planning on organisational performance?

1.5 Significance of the study

The findings of this study are significant to the researcher, to the employees of different organisations, to Bindura Nickel and other organisations, to the university, and to society as a whole.

i) To the researcher

The investigation is aiding the researcher in acquiring a comprehensive understanding of the correlation between human resource planning and the effectiveness of organisations. Furthermore, this study will generate further research inquiries concerning the influence of human resource planning on organisational performance. It also serves as a valuable contribution towards fulfilling the requirements for a Bachelor of Commerce Degree in Human Capital Management and serves as a motivating factor for future research endeavors. Consequently, the overall performance of the organization experiences a decline (Gupta, 2019). The primary objective of this research is to examine the relationship between human resource planning and organisational performance.

ii) To the organisation and employees

Bindura Nickel Corporation gained insight into how they will prepare for their organisation's future as a result of the research. It also aids in the selection and recruitment of talented and well-qualified individuals. Training and development should also be included in an organization's plan. The research informs employees about the importance of human resource planning in organisations and how it might benefit them. It also allows employees to see where they're heading and how they'll get there.

iii) To Bindura University

The study advantages Bindura institution, as an organisation, must ensure that its management has a human resource strategy in place to push the institution to a certain objective that must be met. In that strategy, it will consider what type of training it requires

or how qualified its staff must be in order for it to be the university of choice based on the results of its students and the number of students it will enroll.

1.6 Assumptions

An assumption, according to Leedy (1985), is a condition that is taken for granted and without which the researcher's work would be impossible. As a result, the following will be the research assumptions:

- The researcher would have access to numerous study records, and the data acquired would be accurate.
- All stakeholders in the research will voluntarily provide their full participation.

1.7 Delimitation of the Study

Delimitations in a study are the boundaries that a researcher establishes when carrying out a study. The researcher's investigation will be limited to Bindura Nickel Corporation. The organisation was chosen for research because of the performance issues it encountered. Participants are primarily managerial personnel and non-management staff, both male and female. The trial will run from January 2023 through June 2023.

1.8 Limitations of the study

Data collection

Some of the data will be impossible to access due to its secrecy. To solve this, the researcher will get a letter from Bindura University requesting permission to conduct the research while ensuring that the data collected from the organisation will be utilised strictly for this academic research.

Financial and material resources

The researcher is anticipated to experience material and financial obstacles as a result of the inflationary economic climate, which poses risks to the study's completion. To overcome this, the researcher will do the research using her financial and material resources.

Time

Given that the project will be carried out alongside the course studies, the time element is likely to jeopardise the study's completion. To counteract this, the researcher will overlook all other obligations save those related to the completion of the research project and course study. As a result, the semester break times will be allocated to practical research activities.

1.9 Definition of Terms

During the research, the researcher will utilize the following management-related words: To ensure that the words are understood by all readers, the researcher will define the research terms. This will avoid readers from deriving various interpretations from the phrases used, which will likely lead to a misunderstanding of the study results.

Human Resource Planning

Megginson (1999) defines human resource planning as "an integrated approach to performing the personnel function planning aspects in order to have a sufficient supply of adequately developed and motivated people to perform the duties and tasks required to meet organisational objectives and satisfy the individual needs and goals of organisational members."

Organisational Performance

As per Jenatabadi (2015), the assessment of organisational performance can be defined as the examination of elements aimed at assessing a company's capacity and capability to meet the desired levels of stakeholders by utilising criteria such as efficiency, effectiveness, or social reference.

Human Resource Management

HRM, according to Dessler (2020), is the process of obtaining, training, evaluating, and rewarding workers, as well as catering to their labour relations, health, safety, and justice issues.

Recruitment and selection

Armstrong (2020) describes recruiting and selection as a multi-tiered process. Recruitment includes actively seeking out and advertising jobs to potential candidates, as well as gauging their interest in the position. Selection requires selecting the best applicant from a pool of applications.

Employee retention

Allen (2016) describes employee retention as an organisation's endeavor to create a working environment that encourages current workers to stay with the organisation. Many employee retention strategies are designed to accommodate the diverse demands of employees in order to improve job satisfaction and decrease the significant expenses associated with acquiring and training new personnel.

Career Development

Serino (2017) defines career development as the process through which an individual's changes and experiences inside the firm are viewed to be rising to higher levels or otherwise, and how he or she interprets those skills.

Organisational Efficiency

According to Allan (2017), organisational efficiency is the ability of a company, association, or industry to achieve desired results with the least amount of energy, time, money, personnel, and material, or it is also the level of success in using the fewest possible inputs to produce the highest possible outputs.

1.10 Summary

The chapter includes an introduction, background of the study, the problem statement, research objectives, research questions, the importance of the study, limits, definitions of words, and an outline of the chapter. The chapter provides an overview of the research.

CHAPTER II

REVIEW OF RELATED LITERATURE

2.0. Introduction

The preceding chapter discussed the problem and its context. This chapter will define and explain the goal of a literature review, as well as provide a theoretical and empirical examination of the study's objectives. A theoretical literature review will aid in determining what theories currently exist, their relationships, the extent to which existing theories have been studied, and the development of new ideas. This chapter will cover the perspectives of many researchers on human resource planning and organisational performance. A research gap will be developed in order to gather sufficient information so that the study results will solve the problem.

2.1. Theoretical framework

This study adopted the resource-based view theory.

Fig. 1: Resource-Based View Theory by Wernerfelt (1984)

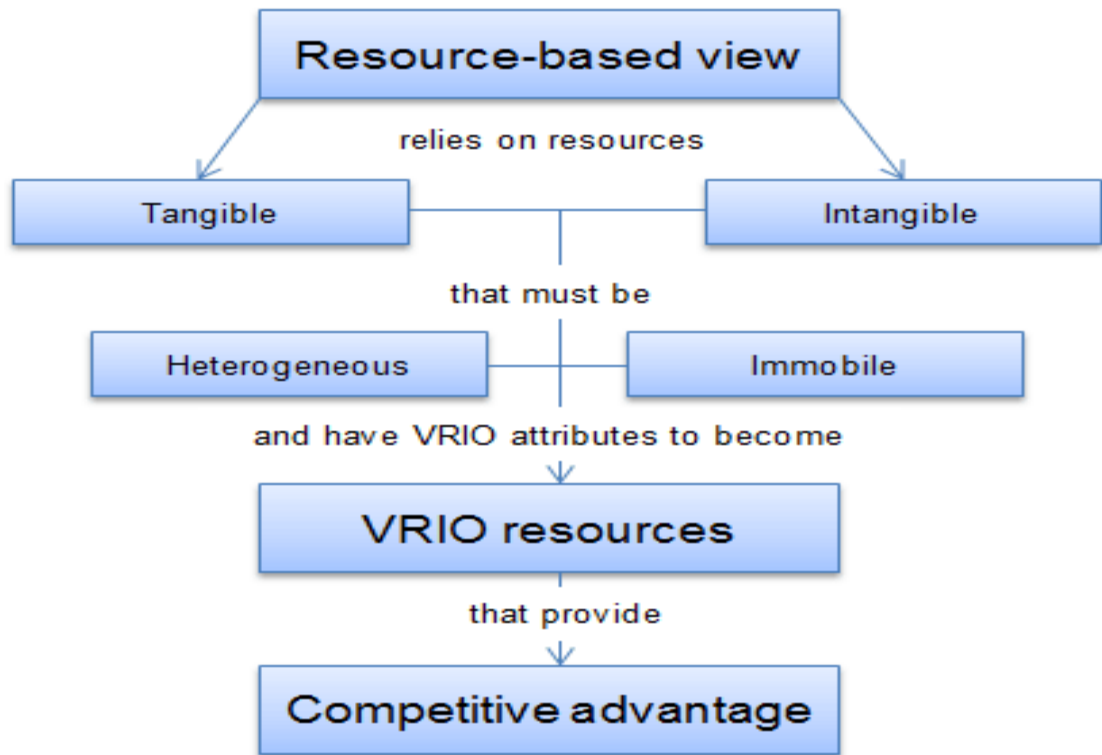
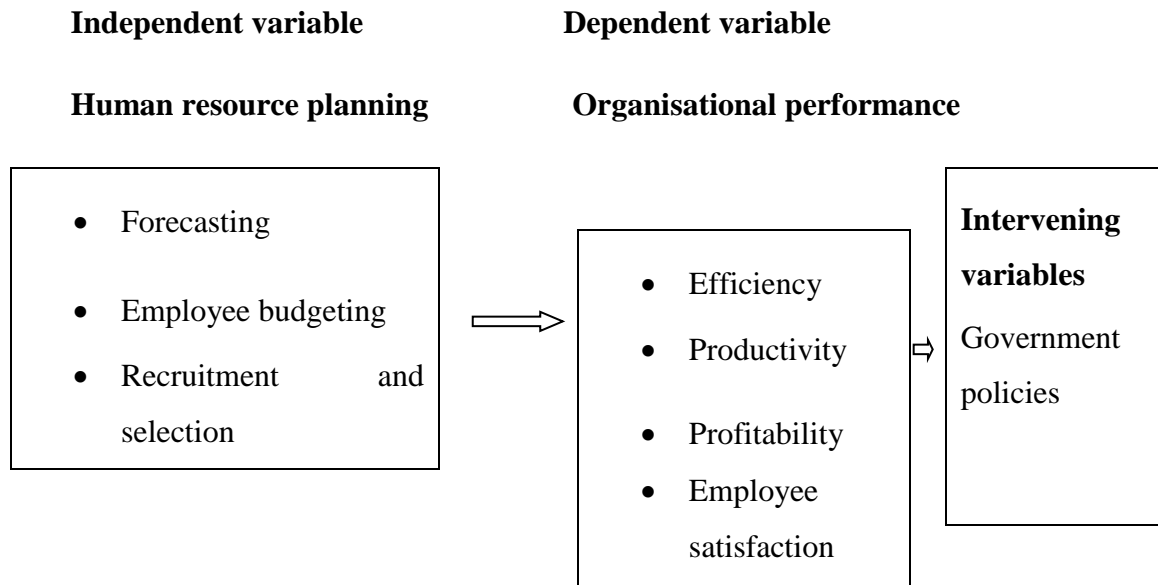


Figure 1: Resource-Based View Theory (Wernerfelt, 1984)

The resource-based view theory, which claims that human resource planning contributes to the entire performance of the organisation, guides this study. According to Takuchi (2007), the idea indicates that a corporation might gain a competitive edge over its competitors by possessing rare and precious things that are difficult to replicate. The idea essentially describes how, in order to ensure good organisational performance, it is critical for every organisation to be organised via planning. It thinks that with adequate planning, resources, and tools, the organisation will be able to provide the greatest resources that will help the firm's competitiveness. According to Takuchi (2007), human resource planning is critical to a corporation since it raises awareness and allows the organisation to understand the actions and alternatives available for hiring and keeping people. It is also in charge of ensuring that the organisation is filled with personnel who have the necessary talent to boost performance. Human resource management is critical in all organisations because it helps to organise human resource management abilities, relate them to performance-based delivery, and understand the job market. In order to apply the RBV theory, an organisation needs to

engage in proactive planning. According to this concept, in order to achieve a competitive advantage and successful organisational performance, resources should possess the characteristics of being valuable, rare, difficult to imitate, and well-organised (VRIO). The perspective of the resource-based view highlights the influence of human resource planning on organisational performance. It has been empirically proven that effective planning is crucial for ensuring high-quality resources or products that meet the criteria of being valuable, rare, difficult to imitate, and organised, thereby contributing to the organisation's performance and competitive advantage. The researcher employed this theory as it elucidates how human resource planning, or strategic planning in general, positively impacts organisational performance.

2.2. Conceptual Framework



2.2.1 Influence of human resource planning on organisational performance.

The effectiveness of a company's operations is shaped by human resource planning. The aforementioned theoretical framework aims to clarify the connection between organisational performance and human resource planning. According to this paradigm, the influence of technology and communication on how human resource planning affects organisational performance is recognised. However, if human resource planning is not adequately communicated to management, it can lead to challenges for the organisation. This concept emphasises the importance of considering the context and conducting environmental analysis before making any decisions. This analysis involves examining the PESTEL factors (political, economic, social, technological, environmental, and legal) as well as conducting SWOT analyses, which assess strengths, weaknesses, threats, and opportunities. In other words, the management team must conduct a comprehensive analysis of the environment to gain a deeper understanding (Armstrong, 2020).

2.3. Conceptualisation of terms

The following are definitions and explanation for terms:

2.4.1 Human Resource Planning

As stated by Decenzo and Robbins (2003), human resource planning entails the organisation's efforts to ensure it possesses the appropriate number of individuals with the necessary skills, located in the right positions and at the appropriate time, to effectively and efficiently accomplish tasks that contribute to the organisation's overall objectives. Similarly, Cascio (2005) describes human resource planning as the organisation's proactive approach to anticipate future business demands and the external environment. Hence, human resource planning revolves around possessing the correct tools and resources while having the ability to envision the future in these aspects. It refers to the management process of gathering to ensure they possess the necessary elements to achieve organisational goals. Planning is inherently tied to change, and the challenge lies in sustaining and managing that change.

Organisational performance

According to Wilcoxson (2000), evaluating organisational performance can be done by assessing the extent to which various organisational goals are achieved in specific measurable areas, or by comparing the overall performance of the organisation against predetermined expectations. In the perspective of Jenatabadi (2015), organisational performance refers to the assessment of different elements that aim to evaluate a company's capabilities and proficiency in meeting the desired levels of its stakeholders, utilizing criteria such as efficiency, effectiveness, or social reference points. Organisational performance represents the disparity between the actual results obtained by an organisation and the objectives it aims to accomplish. For instance, a company can assess its achievements in relation to the goals it established during the planning phase.

2.5. Influence of the environment on human resource planning

The following are the environmental influences on human resource planning: These consequences include the SWOT analysis's strengths, weaknesses, opportunities, and threats.

2.5.1. Organisational Strengths

Internal organisational analysis is done to find sources of competitive advantage. Qualified personnel and employee motivation are examples of these sources. Knowing your organisation's strengths can assist you ensure that your planning is flawless and that you meet your objectives as a whole. Strength, according to Thompson and Strickland (1989), is something an organisation is good at doing or a quality the organisation possesses that provides it an essential capacity. As a result, an organisation's strength has a beneficial influence or effect on human resource planning. Planning necessitates awareness of the organisation's strengths so that they may be exploited to the organization's benefit in planning. Strengths explain the aspects of an organization's internal environment that make it productive and efficient when compared to others.

2.5.2. Organisational Weaknesses

Weaknesses are sometimes characterized as internal organisational qualities such as a lack of training, unqualified employees, a lack of drive, and a high rate of turnover. If not handled effectively, these traits can devastate an organisation's strategy. Thompson and Strickland (1989: 109) describe weaknesses as something that an organisation lacks or does badly (in relation to others), or a state that puts it at a disadvantage. Weaknesses highlight things to avoid while planning and serve as guidance for a good human resource plan. The entire aim of analyzing an organisation's shortcomings is to know what kinds of defects it has so that when such problems happen, it will know how to remedy them. Management takes use of flaws to ensure success.

2.5.3. Environmental Opportunities

Environment opportunities are external features that contribute to an organisation's competitive advantage. Opportunities are situations that lend itself to any endeavor. These opportunities include meeting rising requirements for products and services as well as expanding into new areas to gain a competitive edge. According to Harrison and St. John (2004: 164), opportunities are external environmental situations that allow an organisation to capitalize on its strengths, overcome its deficiencies, or neutralize environmental risks. Human resource planning also necessitates management's ability to recognise external opportunities in order for their strategy to meet the organisation's goals.

2.5.4 Environmental Threats

Environment threats are conditions that can devastate organisational activity and can come from rivals or the environment itself. These can have an impact on human resource planning as well as the organisation's capacity to fulfill its objectives. Environmental threats, according to Ulgen and Mirze (2010), are events that develop as a result of changes in the distant or local environment that would prohibit the organisation from continuing its existence or losing its competitive advantage and are unfavourable to the organisation. These risks encompass the emergence of fresh competitors, advancements in technology, and product substitution. If an organization lacks a robust strategy to aid in planning, these

factors can have an impact on human resource planning. As Shirey (2003) notes, organisational performance refers to the outcomes or results achieved by an organisation, which are determined by planned productivity measured against the organisation's intended goals.

2.6.0 The influence of human resource planning on the performance of organisations.

Many studies tend to show a correlation between human resource planning and organisational success, such as hiring the right people, dealing with change, and training and developing employees.

2.6.1. Ensuring that the right people are hired (employee resourcing)

Human resource planning, according to Okoye and Ezejiolor (2013), entails developing the essential programmes for recruiting, selection, training, development, transfer, promotion, motivation, and remuneration to guarantee that future personnel requirements are adequately addressed. Recognising skills and comprehending duties pinpoints worker requirements properly. This is the stage at which an organisation undertakes a job analysis to determine the credentials needed for a position in order to create a job description that is in sync with the organization's culture, vision, mission, objectives, and goals. When an organisation is governed by people who know what they are doing and their roles within the organisation, it works very effectively. Woodhall (2006) defines HR demand forecasting as the act of predicting future staffing needs based on the appropriate quantity and quality. Effective human resource planning provides management with insights into the number of personnel necessary to accomplish specific objectives, as well as the qualifications required for those individuals to translate visions into reality. It is crucial for an organisation's performance to align with its vision through the implementation of a sound strategy or human resource planning. By ensuring that employees are well-suited for the company and preventing any staffing shortages, human resource planning plays a significant role in influencing organisational performance.

2.6.2 Making sure that people are coping with change (technology)

It is said and understood that change is unavoidable in any commercial organisation. Human resource planning is recommended to develop a strategy for dealing with changes in the economy, politics, corporate expansion, or customer needs. According to Kotter (1996), change is primarily impacted by globalisation's increasing demands, which touch all sectors of business and human life. This has caused commercial institutions to recognise and embrace that change is now a part of our lives, and the only thing they can do is adapt or be left behind. One of the theories that describe how management has dealt with change in businesses is Fredrick Taylor's scientific method. For example, how management managed their staff before to the colonial era differs from how it is done today.

Organisations are changing to keep up with societal changes, beginning with how employees are treated, how they compete, and how organisations recruit, select, train, and retain their personnel. We live in a dynamic environment, so dealing with change should never be a challenge for a business. The methods utilised in an organisation should be able to occupy any change that occurs in the company as well as solve the problem that arises from employee resistance to change. Change is unavoidable, so human resource planning develops appropriate strategies to deal with it and ensures that they are communicated to every individual in the firm. A clearly articulated strategy or change will elicit a favourable response, and hence there will never be a problem with employee performance. Coping with change in an organisation improves organisational performance because employees have a clear knowledge of the tactics that are being taught to them. For example, rather than using books to keep data in a company, management will introduce computers and ensure that individuals use them, and those who are resistant to change should be communicated with and explained how it benefits the organisation.

2.6.3 Employee motivation

According to Armstrong and Taylor (2014), employee motivation can be defined as an individual's inclination to exert their utmost effort in their work, driven by the aspiration to accomplish a specific objective. Employees are driven by a variety of factors, including salary, good working conditions, a good work-life balance, benefits (both monetary and

nonmonetary), participation in decision-making, and a good employer-employee connection. Motivation, according to Armstrong (2012), is highly respected for attracting and maintaining personnel. Employees who are motivated are more devoted to the organisation and what they do. Bringing commitment and motivation together improves organisational performance since a happy employee is a productive employee. Human resource planning adds to employee motivation by ensuring that there is a strategy in place that addresses how employees must be handled and how they must be shown that they are appreciated because they are the organisation's most valuable assets and must be preserved at all costs. Employees who are properly compensated, given opportunity for advancement, proper tools, and flexible working conditions are usually motivated and devoted. This improves an organisation's productivity or performance. Human resource planning demonstrates that it has an impact on organisational performance; it may be beneficial or negative, but there is a significant correlation between the two. Being able to recruit and retain people provides the company with a competitive advantage, as other employees will compete for employment with that business, as well as attract customers to work with them. Employee motivation is influenced by human resource planning.

2.6.4 Training and Development of Employees

Training and development, according to Vlachos (2009), are critical components of human resource management. Development, according to Peteraf (1993), is "those activities that lead to the acquisition of new skills or knowledge for the sole purpose of personal growth." As a result, personnel training requires careful planning. Human resource planning (HRP) is described as the continual process of systematic planning ahead of time to maximise the utilisation of an organisation's most important asset, its people. According to Saed and Asgher (2012), training is an organised activity that attempts to impart information or instructions in order to improve the performance of the staff or attain a desired level of competence or knowledge to support him or her.

When planning, management will do a training requirement analysis to determine the nature of the problem in the organisation. Training need analysis is described as the process by

which a corporation identifies the training and development needs of its personnel in order for them to accomplish their jobs effectively. An organisation will be able to detect which staff require training and where. Training and development help employees perform better in the workplace. According to Dimba's (2010) research, training and development have a link that influences organisational performance. Human resource planning is also responsible for developing training models and methods. These models and methods will be utilised by management to polish and enhance people so that they can be productive and useful to the firm. Human resource planning deals with tactics that will aid the company in the future and also achieve goals, therefore educating employees will help create the parameters for the organisation. Numerous research endeavors have investigated the correlation between human resource planning and organisational performance. These two aspects are interconnected, as they mutually contribute to each other's benefits.

2.7.0 The mediating effect of economic factors on human resource planning and organisational performance

2.7.1. Poor performance

The economic stability of any company holds great significance as it directly affects its operations. The ability to benefit from economics plays a vital role in enabling proper planning within an organisation. Stable finances are crucial for effective goal setting and achievement. Conversely, inadequate budgeting inevitably leads to subpar performance. Fapohunda (2012) identifies various indicators of an unstable economy, including high unemployment rates, declining output, increased bankruptcy filings, reduced trade and commerce, currency fluctuations, financial crises, and bank failures. To prevent such challenges in the future, companies must prioritize effective management and develop budgets that ensure the continuity of human resource planning. Rewarding employees with monetary or non-monetary incentives is essential to fulfill long-term objectives in human resource planning, which directly impacts organisational performance. In an unfavourable economic environment, sustaining human resource planning becomes challenging, resulting in poor organisational performance. Hipple (2010) emphasises that an unstable economy

affects forecasting and the availability of employees, as fewer individuals choose to enter the labour market due to low salaries, job insecurity, and other factors. Until the economy stabilizes, there will be limited progress in areas such as training, development, technology implementation, and recruitment of qualified workers. Recruitment from external sources becomes particularly difficult in an unstable economy. According to Andersson et al. (2002), the characteristics of the economy significantly influence how organisations approach human resource planning.

2.8.0 The mediating effect of technological factors on human resource planning and organisational performance

The following are the mediating factors for technological factors:

2.8.1. Being able to keep up with the technology

We live in a dynamic world, as previously said. That the world is always changing. So, during the planning process, an organisation must bear in mind that they must be able to stay up with technology in order to achieve organisational goals. According to Fredrick Taylor, the scientific technique of management was utilised to stay up with the trends. It is a scientific method of managing people and ensuring that organisational performance is higher than when organisations utilise the thumb rule or the old-fashioned method of managing personnel. Technology is a significant aspect in planning because it allows management to develop a strategy that will be effective in the future while also keeping up with any changes that may occur. The same technology will be able to tell management what kinds of adjustments they need to make and how best to make them, thereby implementing best practises in the business.

2.8.2. Resistance to change

Many people will struggle to keep up with the technological changes that will occur in the business, slowing down organisational performance. However, management can avoid this by taking it slowly and educating or talking with employees and other staff members about

how the new technology will affect the company and its performance. Training and encouragement will be required so that everyone in the organisation understands their tasks. There will be opposition to change, but the key thing is to know how to cope with it.

2.9.0 Empirical Literature Review

According to a study conducted by Muhammad Umair Sajid et al. (2013) in the telecom sector of the UK, various issues such as poor performance, inadequate computer skills among employees, high employee turnover, and lack of modern techniques were identified. The purpose of the study was to examine the influence of human resource planning on organisational performance. The researchers collected data from over 50 offices, including the headquarters of telecom corporations in the United Kingdom, making their sample size quite substantial. The findings of the study indicated a significant impact of human resource planning on organizational performance. The research employed interviews and questionnaires as research methods. The study suggested that human resource planning, encompassing activities like recruitment, training, and selection, exhibited a positive and significant association with organisational performance indicators, including job satisfaction, technology utilisation, employee motivation, and efficiency. Therefore, strategic management, as a part of human resource planning, plays a crucial role in ensuring the recruitment and selection of suitable and competent employees. The study emphasised the significance of human resource planning as a crucial factor in achieving positive organisational outcomes. Effective planning is vital for any organisation, as it aids in selecting the best candidates for the job and contributes to overall organisational performance. In conclusion, the study establishes a positive relationship between human resource planning and organisational performance.

Maina and Kwasira (2015) investigated the impact of human resource planning practises on the overall performance of the Nakuru County government headquarters. The study was carried out to determine the reasons for their inability to attract competent employees, poor performance, nepotism, incompetence, poor service delivery, and inability to attract the most competent employees due to unattractive terms of service, as well as to boost the ones

they already have. Questionnaires were used as research methods in this study. The sample size was made up of Nakuru County human resources personnel. The survey only included 45 employees from the aforementioned department. The study's findings revealed that efficient planning influences organisational performance. It is anticipated that if an organisation plans properly, there will be good services, they will be able to attract the best and most skilled applicants to work in their business, and it can also enhance employee morale. It was suggested that county governments plan adequately for their future human resource demands in order to avoid any negative implications caused by demography, government priorities, and competency standards. Human resource planning is vital because it keeps the organisation moving in the right path.

Yaw (2012) conducted a study investigating the efficacy of human resource planning (HRP) and its impact on the Information Services Department (ISD) in Ghana. The primary objective of the research was to understand the reasons behind the organisation's challenges in attracting and retaining skilled and valuable employees to meet the increasing demands of service delivery and evolving communication services. The research employed interviews and questionnaires to gather data, focusing on personnel from the Information Service Department. The findings revealed that a majority of ISD personnel lacked awareness of human resource planning (HRP), indicating inadequate implementation by top-level authorities. The research recommended that the department develop its own human resource strategy that can be implemented consistently, irrespective of changes in management. Given the dynamic nature of the world we live in, strategies need to be regularly adapted. The strategy should be tailored to the organisation, and once personnel are selected and hired, a comprehensive development training program should be implemented. The study emphasized the importance of human resource planning in enhancing organisational performance.

Jemedze (2015) conducted a study titled "Evaluation of the Influence of Human Resource Planning on Enhancing Organisational Performance" at Mimosa Mining Company. The primary objective of the research was to investigate the impact of human resource planning on organisational performance, driven by the company's aspirations to expand its operations

and attract talented employees. The researcher employed a combination of interviews, questionnaires, company manuals, and reports to gather data. The study involved fifty-two (52) participants, including both management and non-management personnel from various departments. The findings of the research underscored the significance of human resource planning in achieving organisational effectiveness. The research further examined and comprehended the diverse human resource planning approaches employed by Mimosa Mining Company and their contribution to enhanced organisational performance. Notable practices such as training and development, succession planning, management development programs, retention initiatives, career management support, and job analysis were identified to have a positive influence on employee performance and ultimately lead to improved organisational performance. The research concludes by recommending that management should adopt a human resource management plan with a strong focus on the selection and recruitment of qualified candidates.

2.11 Research Gap

The following are the research gaps in the study:

Previous studies have predominantly focused on investigating the impact of human resource planning on organisational performance, overlooking the significance of human resource management in strategic management implementation, development, and achievement. These studies have failed to acknowledge the value of human resources in delivering successful services through the utilisation of skills and information. Researchers have suggested a limited influence of human resources on organisational performance. For example, Jemedze (2012) highlighted the cost implications of hiring unskilled individuals, emphasizing the importance of avoiding such hiring practices. However, the concept of excellent human resource management emphasises that employees are the company's most valuable asset, and they should be trained, developed, and empowered to contribute to the business without constraints. In a study conducted by Muhammad Umair Sajid et al. (2013) in the UK telecom sector, it was discovered that the organisation lacked sound human resource management practices, which should involve assessing the effectiveness of

implemented strategies and supporting employees to ensure positive outcomes. Human resources play a vital role in driving the organization's progress, ensuring the success of each stage and retaining employees as valuable assets. The use of theories such as results-based theory in human resource management aids in understanding organisational performance. Therefore, there is a need to investigate the relationship between human resource planning and organisational performance to address this research gap.

2.12. Summary

This entire chapter solves the problems raised in the first chapter by providing a theoretical and conceptual framework that incorporates theories to guide the investigation. It also considers the research gap. It is a review of previous studies done by others.

CHAPTER III

RESEARCH METHODOLOGY

3.0. Introduction

In the subsequent section, we will delve into the research design, population, sample size, and sampling methodology. It will also encompass an explanation of the study instruments, their validity and reliability, along with the techniques employed for data collection, presentation, and analysis.

3.1. Research Paradigm/Philosophy

Killman (2013) suggests that to comprehend research, it is crucial to first examine the underlying philosophy. A paradigm, which encompasses a set of beliefs, guides all research endeavors and represents a particular worldview. It serves as the fundamental framework for the researchers' actions and decisions throughout the study. In this case, the researcher adopted a positivist paradigm due to its compatibility with both quantitative and qualitative approaches. According to Patton (2017), positivism refers to the acquisition of positive knowledge based on natural phenomena and their interrelationships. Positivists hold the belief that by adhering to laws and regulations, the potential for errors can be minimised.

3.2. Research Approach

In this study, the researcher opted for a mixed methodology approach. The integration of qualitative and quantitative research approaches is commonly referred to as mixed-methods research. By utilising this mixed approach, the researcher aims to gather information that encompasses both qualitative and quantitative aspects, employing various perspectives, procedures, and strategies. Mixed research enables the exploration and examination of valuable data that may not be attainable through either solely quantitative or qualitative methods. These two research methodologies complement each other, resulting in comprehensive and thorough investigations. According to Gunderson (2002), quantitative

research methods involve the examination of social issues by collecting numerical data and analysing them using statistical techniques. On the other hand, as stated by Armstrong (2009), the objective of qualitative research is to gain insights into situations and behaviors in order to comprehend their underlying dynamics. Through the integration of these two methodologies, the researcher gains a holistic understanding that encompasses both quantitative and qualitative aspects.

3.3. Research Design

According to Bryman (1988), a research design refers to a series of deliberate choices that, when combined, create a framework for how a study will be conducted to address research inquiries. The primary objective of the study design was to establish the procedures that the researcher would utilise for data collection and analysis. In this research, the investigator employed both a case study research design and a causal design. Within the case study design, documentation and semi-structured interviews were selected as two of the six key data collection methods (Yin, 2014). These two designs were chosen because the research question falls within the realm of "cause and effect," requiring an evaluation of the empirical relationship between variables.

3.4. Target Population

As per the research conducted by Welman, Kruger, and Mitchell (2009), the target population refers to the specific group that the researcher aims to generalise the findings to. The researcher employed a deliberate selection process to divide the subjects into two categories: management and non-managerial staff. This approach was undertaken to gather information from diverse perspectives, ensuring a comprehensive and extensive study. Key positions such as Human Resources and Accounting, held by managerial staff, were specifically chosen due to their crucial role in transmitting relevant information for the researcher's study on human resource planning and organisational performance. McLeod (2014) defines the target population as "the complete group of individuals from which the sample could be drawn." The selected population must sufficiently represent the researcher's

area of interest. In this case, the target group comprises 984 individuals, out of which 715 are regular employees and 269 are contractors.

3.5. Sampling

As stated by Merriam and Simpson (2000), a sample refers to a portion of the entire population that possesses qualities rendering it indicative of the complete population. In this particular study, the target population consists of 984 individuals, and a sample size equivalent to 10% of that figure amounts to 98 individuals. The feedback received originated from a diverse range of departments encompassing human resources, finance, engineering, and procurement.

3.6. Sampling Procedure

Creswell (2018) explains a probability-based sampling method that involves randomly selecting samples instead of depending on the researcher's personal judgment. Probability sampling encompasses various techniques such as simple random sampling, stratified sampling, and systematic sampling (Crashaw and Chambers, 2013). By utilising simple random sampling, where each element has an equal opportunity of being chosen, the researcher minimises the likelihood of human bias in selecting cases for inclusion in the sample. As a result, the obtained sample becomes highly representative of the population under investigation.

To create the sample, the researcher will utilize the organization's headcount to randomly select an equal number of management and non-managerial staff. To accomplish this, the researcher will write down the numbers of the target population that correspond to how they are numbered in the headcount. The researcher will next place the numbers of non-managerial workers and managerial workers in different containers, which will be carefully shaken before 78 non-managerial workers and 20 managerial workers are chosen to total 98 participants. The names of those chosen will symbolise the persons who took part in the study.

3.7. Sample Size

According to Zamboni (2018), sample size is the number of individual samples or observations. The study concentrated on the organisation's managerial and non-managerial employees. The researcher used a total of ninety-eight (98) participants, twenty (20) from management and seventy-eight (78) from non-management staff members. The two were useful in data collection since the researcher received information from both sides. Respondents were drawn from many departments, including Human Resources, Legal, Finance, Procurement, and Engineering.

3.7. Data Collection

The researcher gathered all the required information and data from primary and secondary sources. Primary sources encompass interviews and surveys. According to Moorhead and Gryphon (1990), primary data sources offer firsthand accounts of the study from individuals who directly observed, witnessed, or participated in the event. This data is acquired through direct observation, engagement, or personal experience. It is regarded as current and new information, which is why researchers opt for primary data. It is the individuals who were present or directly involved in the incident who provide primary data.

3.8. Data Collection Procedure

The researcher asked authorisation from the managing director to do study at their company. It was not a difficult chore because the researcher was an intern there and was also interested in the research to the point where they were looking forward to the outcomes. Data will be gathered through the use of questionnaires and interviews, as described below.

3.9. Research Instruments

Interviews and questionnaires were employed as study instruments by the researcher. Umoh (2018) defines research instruments as "tools designed by researchers to assist them in achieving their stated goals when conducting research." Both instruments were employed

because they complement one other; if one fails, the other will be able to cover it. Research equipment or instruments aid in the collection of data for analysis.

3.9.1. Questionnaires

According to Armstrong (2009), a questionnaire is a systematic data collection method that involves obtaining responses from participants regarding the main issues and opinions relevant to a research project. It consists of a set of questions that participants are required to answer, with the length of the questions directly impacting the time taken for respondents to provide their answers. The researcher took measures to safeguard the privacy and confidentiality of the participants. The questionnaires utilised concise, unambiguous, and straightforward questions. The researcher plans to distribute or administer the questionnaires to a total of 78 non-managerial employees, aiming to gather comprehensive data from various perspectives.

3.9.2. Interview Guide Approach

In qualitative techniques, interviews are regarded as the major data collection approach. Cohen (2006) defines interviews as ones in which the researcher can ask follow-up questions and the participants can express themselves. Interviews allow the researcher to observe the participants' reactions as they answer the questions. The interviews take less time; nonetheless, in order for the interviews to take place, the researcher needed to schedule an appointment in order to avoid disturbing the employees and management team.

3.10. Data Presentation

Data presentation refers to the act of presenting collected information or data obtained through interviews and questionnaires. Saunders (2012) defines data presentation as a technique that involves gathering data through diverse methods and organising it based on its attributes to facilitate data interpretation. The researcher employed graphs or tables to visually represent the data, ensuring that it is comprehensible to all individuals as visual figures are provided.

3.11. Data Reliability and Validity

Reliability and validity are very important in research. The researcher was more concerned about making sure that the data that she is collecting is valid; she does this by interviewing and asking questions of not only one individual. The data should not be collected from only one individual but from more than two, just to make sure the data is not biased. The questions need to be explained to the participants so that they can have a clear understanding of the question before they answer.

3.12. Ethical Consideration

Meyer (2010) defines ethics as "well-established standards of right and wrong that prescribe what humans should do, typically in terms of rights, obligations, societal benefits, fairness, or special virtues." However, the following ethical criteria guided the researcher:

3.12.1. Confidentiality

The researcher was quite cautious about the subjects' confidentiality. She used the information she was told to utilise while also avoiding using what the participants considered confidential.

3.12.2. Integrity and professionalism

First, the researcher obtained permission from the HR Department to gain access to the departments under investigation. She discussed the research and how beneficial it would be to do the research in their organisation. Respondents were informed that the survey was purely academic in nature.

3.12.3. Communication and purpose

The responders or participants were informed exactly what they would be undertaking so that there would be no misunderstandings later. The researcher made certain that she and the subjects had open lines of contact.

3.12.4. Cultural and gender sensitivity

The researcher was aware that each organization had its unique culture, and she was prepared to follow it. She entered into the organisation with gender and cultural sensitivity, open to any conventions and beliefs they have in their corporation. A background check on the firm was quite beneficial, as it provided the researcher with an understanding of what the organisation is all about.

3.13. Chapter Summary

In this chapter, the researcher offered a detailed discussion of the study philosophy, strategy, instruments, ethical considerations, and methodology she employed to perform the research. The following chapter will cover data presentations, instrument use, and data collection for the topic.

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CHAPTER IV

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0. Introduction

This chapter focuses on the presentation of data and analysis. The staff members at Bindura Nickel Corporation provided the researcher with both qualitative and quantitative data through the use of questionnaires and interviews. Graphs and tables were used to present quantitative data and qualitative data.

4.1. Response rate

This study involved participants from both managerial and non-managerial positions. Questionnaires were administered to the non-managerial staff, while interviews were conducted with the managerial staff. Mugenda and Mugenda (2011) suggest that a response rate exceeding 50% is sufficient for researchers to proceed with data analysis, as long as the data obtained is valid. Since the response rate in this study exceeded 50%, the results can be deemed reliable and trustworthy.

4.1.1. Interview response rate

The following is the response from interviews: -

Table 1: Response for interview

Category	Targeted interviews	Conducted interviews	% Response
Managerial Staff	20	15	75%

Source: Primary data (2023)

The information in the table above shows that the researcher was targeting twenty (20) interviews with the managerial staff but managed to interview fifteen (15) of them, giving the response rate 75%. The ones who were not interviewed were busy on that day.

4.2. Response rate

The following is response rate from questionnaires: -

Table 2:Response for questionnaires

Category	Questionnaire distributed	Questionnaire returned	% Response
Non-managerial staff	78	60	77%

Source: Primary data (2023)

The above table shows that the researcher distributed **78** questionnaires but **60** returned making the response rate 77%. The other questionnaires that were not returned were the result of the employees being busy. The response rate allows the researcher to continue with the research as it was above 50% and this will give reasonable and fair response.

4.3. Demographic Data

The tables below show demographic based on age, gender, qualification and length of service:

4.3.1. Gender

Table 4.3

Table 3: Gender

Gender n=60

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	40	66.7	66.7	66.7
Valid Female	20	33.3	33.3	100.0
Total	60	100.0	100.0	

The information pertaining to gender was required to maintain gender balance among the participants. Figure 4.3 shows that there were 40 males (67%) and 20 females (33%) who responded to the research. This shows that there were more males who responded to the research than females. The organisation practised gender balance since both males and females participated in the research.

4.3.2. Age of respondents

Table 4: Age of respondents

Age n=60

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 21-40yrs	35	58.3	58.3	58.3
41-60yrs	25	41.7	41.7	100.0
Total	60	100.0	100.0	

The table above show the study on different age group. There are 58% respondents from the age group 21 to 40 years and 42% from 41 to 60 years. This indicates that the organisation

have more energetic age group who are techno savvy. Hence, fruitful response will be likely to be obtained.

4.3.3. Level of Education

Table 4.5

Table 5: Level of education

Level of education		n=60			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	20	33.3	33.3	33.3
	Degree	40	66.7	66.7	100.0
	Total	60	100.0	100.0	

The researcher found out that 20 respondents (33%) have diplomas and 40 respondents (67%) are degree holders. The respondents were qualified enough to help with the data. They responded according to the amount of knowledge they have.

4.3.4. Length of service

Table 6: Length of service

Length of services n=60

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 5yrs and below	28	46.7	46.7	46.7
6-9yrs	30	50.0	50.0	96.7
10yrs and above	2	3.3	3.3	100.0
Total	60	100.0	100.0	

Table 4.6 shows that 28 (47%) of respondents have 5 years and below of service, 30 (50%) served 6 to 9 years at BNC and 2 (3%) served the organisation for 10 years and above. The fact that more respondents had served for 6 years to 9 years indicates that they had sufficient experience to provide fruitful information to the research.

4.4. What is the influence of environment on human resource planning?

The research study sought to examine the influence of the environment on HRP. The findings are illustrated in the figure below,

Figure 4.1: Responses on the influence of environment on human resource planning

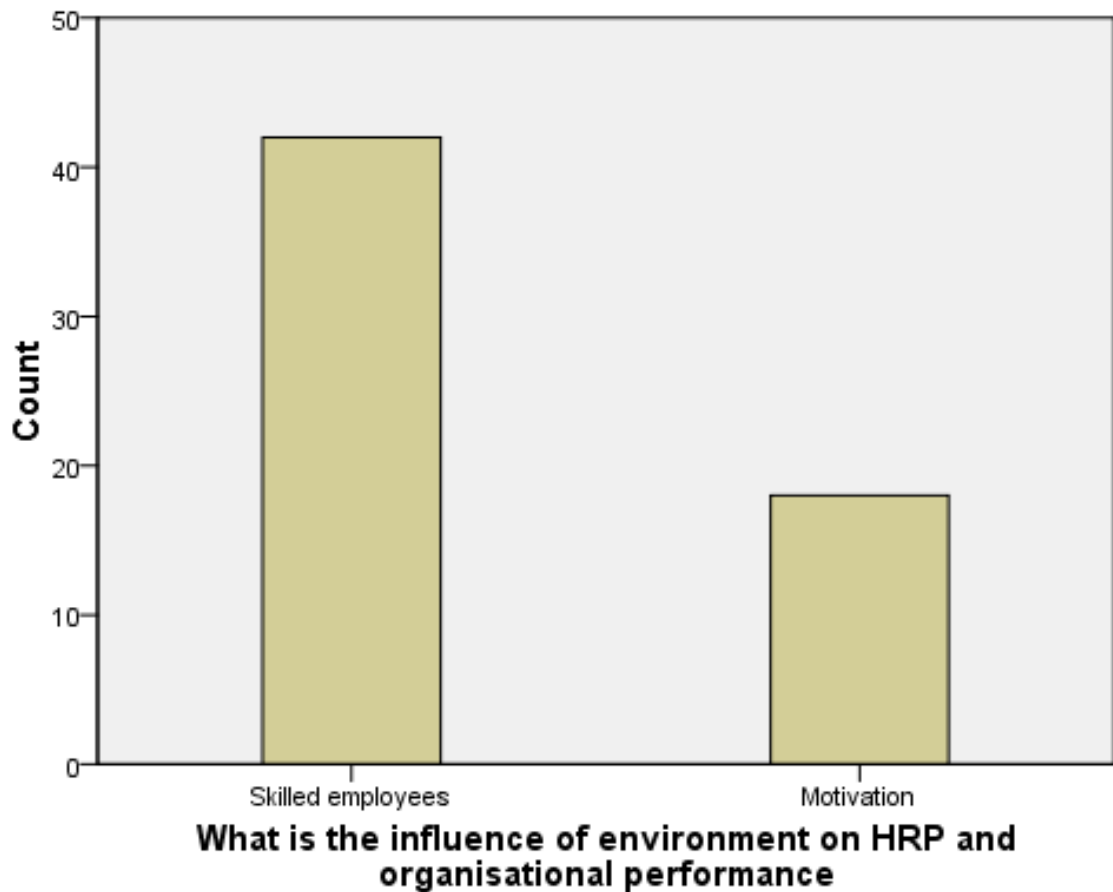


Figure 2: Influence of environment on HRP

Source: Primary data (2023)

Figure 4.1 reveals that 42 respondents (70%) were of the view that the influence of economy on human resource planning is to attract skilled employees for the organization. However, the minority of the respondents 18 (30%) states that the influence of human resource planning is motivation.

The study demonstrates that a majority of the respondents (70%) believe that the environment plays a role in human resource planning, particularly in the selection of skilled

employees. In order to carry out tasks effectively, the labor market requires organizations to seek individuals with specific skills and qualifications. The environment significantly influences human resource planning as organisations need a stable economy to train employees, invest in new equipment, and recruit additional staff members. During the planning process, management considers various environmental factors, such as competition, the required number of employees, and their qualifications. Skilled employees are crucial for the organisation's development, as emphasised by Kwon (2009), who emphasises that human resource planning identifies the sources from which the required quantity of knowledgeable and skilled workers can be obtained. Human resource planning involves working with skilled employees who can effectively implement strategies. However, a minority of respondents (30%) believe that the environment contributes to motivation in human resource planning. Similarly, Armstrong and Taylor (2014) discovered that employee motivation is essential for individuals to strive towards achieving desired goals. Therefore, when planning, management must first consider the environment, as employees are motivated and able to implement strategies more effectively in a conducive environment.

4.5. What are the mediating effects of the economy on Human Resource planning and organizational performance?

Figure 4.2: Responses on the mediating effects of the economy on Human Resource planning and organisational performance.

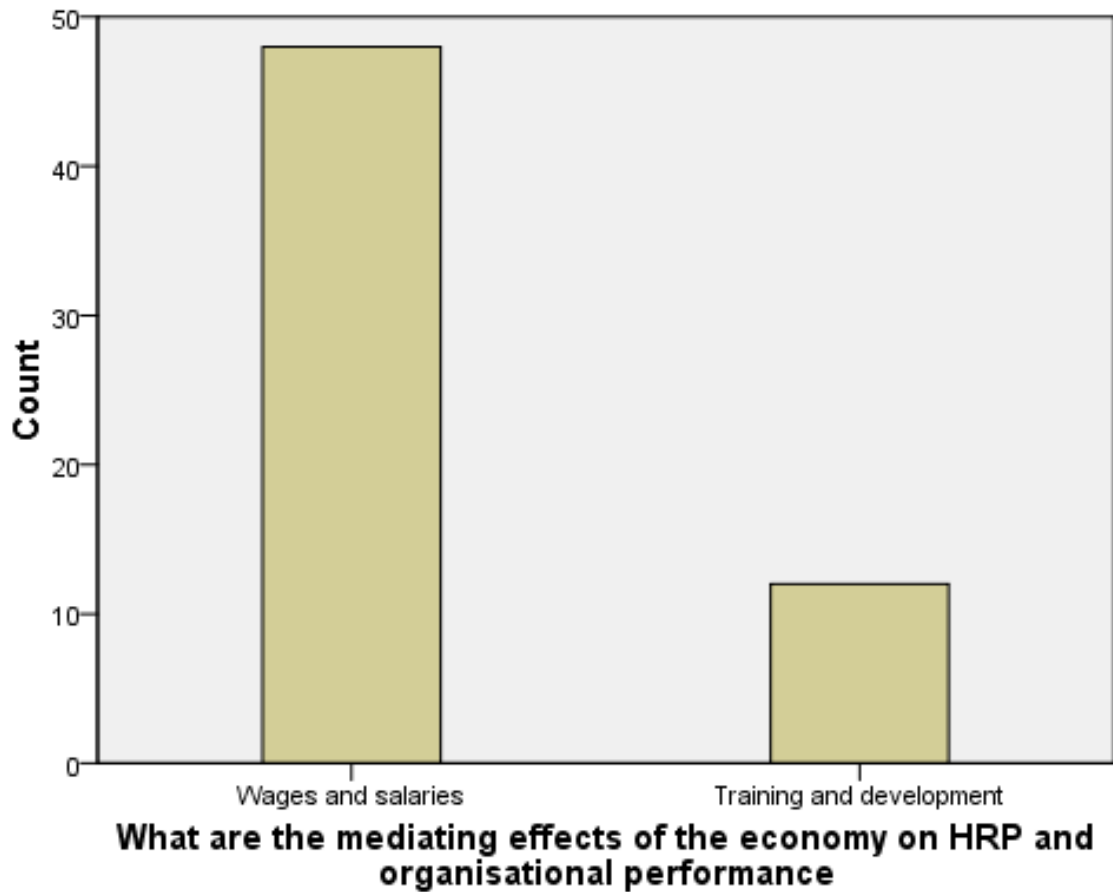


Figure 3: Effects of the economy on HRP

Source: Primary data (2023)

Figure 4.2 above shows that 48 respondents (80%) are of the view that wages and salaries are the influence of economy on human resource planning on organisational performance. However, the minority of 12 (20%) states that it is training and development.

According to the research, the majority (80%) believe that the economy is necessary for employee earnings and salaries. According to Fapohunda (2012), the hallmarks of an unstable economy include high unemployment, declining output, numerous bankruptcies, decreased trade and commerce, currency fluctuations and devaluations, financial crises, and bank failure. An organisation need a stable economy in order to compensate its employees,

as well as for human resource planning and organisational performance. Without a healthy economy, an organisation cannot plan or perform well. Salary and perks are said to encourage personnel in an organisation, hence the economics plays a significant part in human resource planning and organisational performance. Similarly, Hipple (2010) contends that in an unstable economy, forecasting and supply of workers are harmed since the number of people opting to participate in the labour market is low due to low wages, job instability, and retrenchments. However, 12 minorities (20%) believe that the economy is beneficial to staff training in human resource planning and organisational effectiveness. Employees are the organisation's most important and valuable asset, hence they must be trained and developed in order for the organisation to function well and compete with other organisations.

4.6 What are the effects of technological changes on human resource planning and organizational performance?

Fig 4.3: Response on the effects of technological changes on human resource planning and organisational performance.

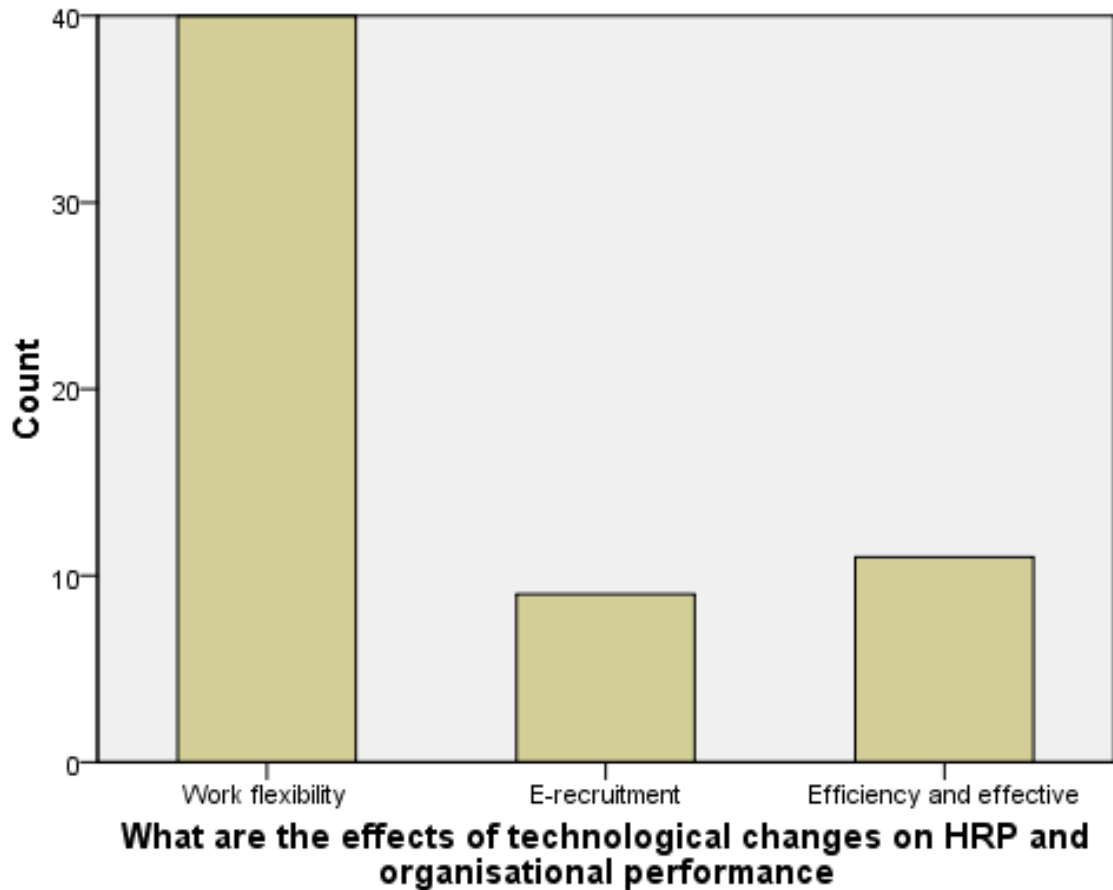


Figure 4: Effects of technological changes on HRP

Source: Primary data (2023)

Figure 4.3 above shows that the majority of respondents 40 (67%) were of the view that technology makes work flexible in organisations. However, the minority of the respondents 9 (15%) reviewed that E-Recruitment is effective in organisation, for selecting and recruiting the most qualified individuals in the organisation. 11 respondents (18%) indicates that technology lead to efficiency and effective in organisations.

From the research illustrated, the majority 40 (67%) stated that technology makes work flexible on organisational performance. Human resource planning also involves upgrading and keeping up with the technology so that there will improvement in organisational performance. Woodhall (2006) agrees, stating that strategic planning entails identifying an organisation's long-term goals and objectives and providing the tools to achieve them. To achieve its objectives, an organisation requires resources from three categories: people, cash, and technology. Technology makes work much easier; an excellent example is the COVID-19 pandemic, which forced many people to work from home. To be able to work, they had to use laptops and attend meetings via Zoom, rather than meeting in person. However, the minority (15%) states that technological changes have a positive effect on human resource planning and organisational performance through E-recruitment. The management will be using technology to select and recruit easier than before. E-Recruitment is accurate and also makes sure that the organization gets the best candidate who is qualified and skilled enough to increase in the organisational performance.

4.7 What is the impact of human resource planning on organisational performance?

Figure 4.4: Responses on the impact of human resource planning on organisational performance

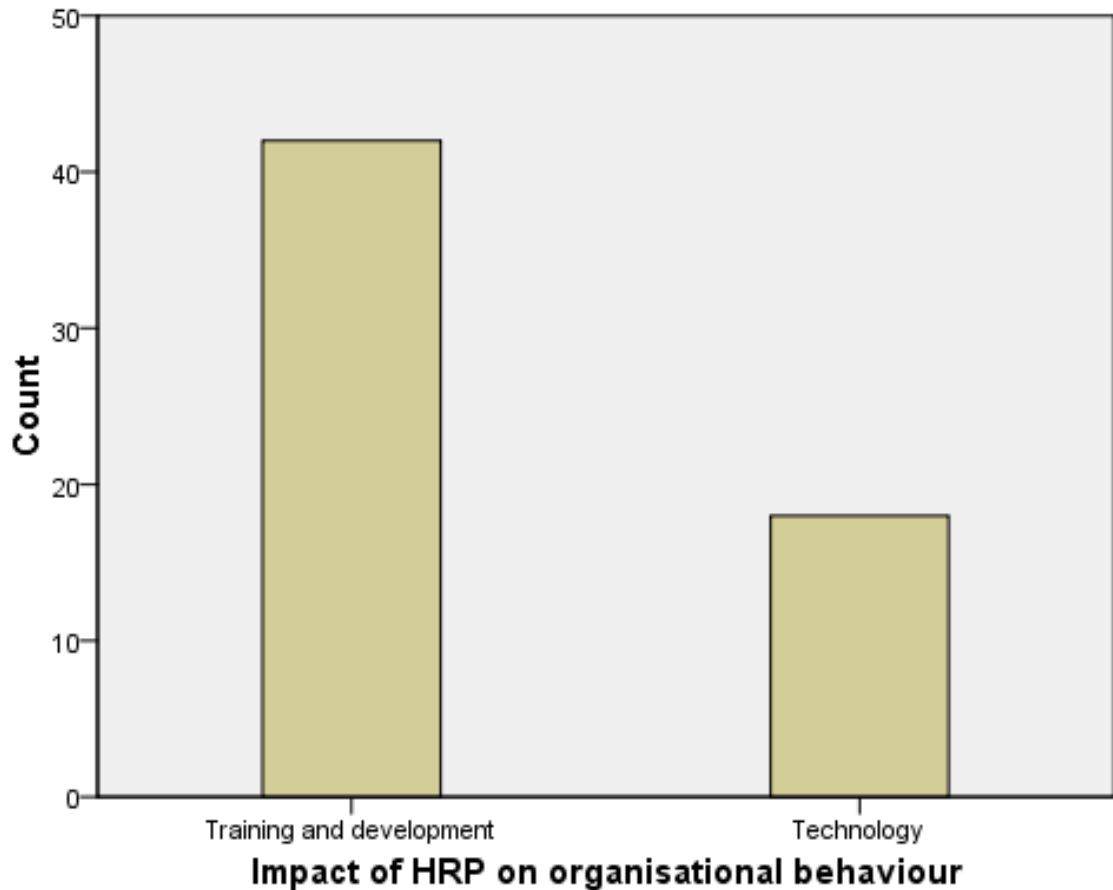


Figure 5: Impact on organisational behaviour

Source: Primary data (2023)

According to Figure 4.1, 42 respondents (70%) believe that the impact of human resource planning on organisational performance is through training and development. However, a minority of respondents 18 (40%) believed that technology has an impact on human resource planning.

Based on the findings, a significant proportion of participants (70%) hold the belief that human resource planning enhances the efficiency of production. When employees are trained and developed, a company can achieve desired outcomes while minimizing or

eliminating wastage. Training and development are regarded as crucial elements of human resource management, as emphasized by Vlachos (2009). Development, as defined by Peteraf (1993), encompasses activities aimed at acquiring new skills or knowledge for personal growth purposes. A comprehensive human resource planning process should encompass employee training and development, enabling them to contribute to organisational performance through improved production efficiency. Effective management involves devising strategies to cultivate the skills and knowledge of personnel, thereby enhancing organisational effectiveness. This is typically achieved through training needs analysis conducted by the management, which identifies specific areas requiring improvement and ultimately leads to enhanced production efficiency within the organisation.

Dimba (2010) held a similar perspective during his research, affirming the existence of a relationship between training and development and its impact on organisational performance. According to his findings, when employees receive training, it enhances the efficiency of an organisation's production processes, as skilled employees contribute to organisational effectiveness. However, a minority of respondents (40%) acknowledged that human resource planning also plays a role in influencing organisational performance through technology. Human resource planning ensures that individuals can adapt to change, considering that change is an inevitable aspect of our dynamic world. This notion aligns with Kotter's (1996) assertion that the increasing demands of globalisation affect every aspect of business and human life, emphasizing the need for organisations to adapt. Human resource planning facilitates this adaptation to change. Additionally, the introduction of technology contributes to organisational performance by enabling organisations to compete effectively within their respective environments. Dienemann (2005) shares a similar viewpoint, suggesting that human resource planning can serve as a catalyst for transforming workers. Furthermore, Fredrick Taylor's scientific method theory supports the notion of change, explaining how management has evolved over time due to transformative shifts. Human resource planning ensures that organisations keep pace with technological advancements, thereby influencing organisational performance.

4.7 Analysis of interview questions

4.7.1 Influence of environment on human resource planning

From the interviews conducted 100% interviewees are of the view that economy is very important in the environment for human resource planning. Economy policies, gross domestic product, inflation and some other changes that may occur in the organisation as a result of various economic factors all affects human resource planning. For an organisation to recruit and select the best skilled employees in the market they need a stable economy so that they will be able to pay and reward them according to their worth. In the same vein, Ghazala and Habib (2012) found out that when an organisation aligns human resource planning to its strategic goals, it ensures that the employees have the requisite skills and knowledge needed to achieve its goals and objectives. So economy is important as the influence of environment to human resource planning.

4.7.2 Effects of human resource planning on organisational performance

Based on the findings of 80% of the respondents, there exists a positive correlation between human resource planning and organizational performance. Human resource planning enables managers to establish objectives and attract talented employees, while also assisting individuals in finding meaningful employment with growth prospects. The main objective of human resource planning is to enhance the performance of both employees and the organisation by facilitating individuals in securing fulfilling positions with opportunities for advancement. Its primary focus is to improve individual and organisational performance through strategic investment in HR. This process ensures that the organisation employs the appropriate number of individuals with the required skills in suitable job roles at the right time. Human resource planning aids businesses in forecasting, recruiting, and retaining competent personnel to effectively meet organisational objectives.

Reilly (2003) emphasizes the importance of human resource planning in enabling organisations to estimate labour demand and assess the resources needed to meet that demand, including the size, nature, and supply of resources. Having a plan or strategy aids organisations in accomplishing their objectives by aligning their strategies with their goals.

Compared to organisations that neglect human resource planning, those that engage in it tend to achieve better outcomes. Boxall (2000) concurs with this perspective, considering human resource planning as a means for businesses to chart a course toward planned objectives, which in turn guides personnel along that path. Essentially, human resource planning serves as a roadmap that assists companies in attaining their goals. It is essential for every business or corporation to have a blueprint where they can plan how to ensure positive performance and address future challenges. Human resource planning allows firms to be prepared for unforeseen circumstances and effectively handle issues as they arise.

4.7.3 Effects of technological change on organisational performance

85% of those polled agreed that technological innovation improves organisational performance. The impact of technology on human resource planning has made the entire process, from recruitment to staff retention, more productive and efficient for all such varied solutions. Human resources equipped with decision-making technologies, on the whole, accelerate administrative and legal compliance activities. Companies that want to attract top talent invest more in cutting-edge technology to track data and performance. This increases the performance of the organisation.

4.9 Chapter summary

This whole chapter covers the data analysis, results and presentation of data presenting the respondents views. The data was presented using graphs and tables. This chapter also discuss the findings that are obtained by other authors.

CHAPTER V

SUMMARY, RECOMMENDATIONS AND CONCLUSION

5.0. Introduction

This chapter focuses on overall summary of the study, suggesting recommendations for human resource planning on organisational performance.

5.1. Summary

The initial chapter concentrates on the historical background of the study, serving as a basis for the research, and the necessity to examine the correlation between human resource planning and organisational performance specifically at the Bindura Nickel Corporation. The researcher was driven to undertake this study due to the corporation's significant employee turnover and a decline in productivity. The research objectives influenced the formulation of research questions. In summary, this chapter encompassed limitations, definitions of essential terms, constraints, and assumptions.

Chapter two centered on conducting a comprehensive literature review, aiming to enhance comprehension regarding the influence of human resource planning on the success of organisations. The theoretical framework employed in this research was Wernerfelt's (1984) resource-based view theory, which provides the most suitable explanation for the correlation between human resource planning and organisational performance.

All of the research methods and approaches, as well as their applicability, are examined in detail in the third chapter. The researcher completed the investigation by employing a hybrid strategy. Because they balance quantitative and qualitative methods. She then conducted the research using random sampling. The researcher used a sample of 98 employees, 20 of whom were management and 78 of whom were not. As research tools, face-to-face

interviews and questionnaires were used. Validity, ethical considerations, dependability, and a conclusion were all present.

Chapter four had the main objective of showcasing data obtained through surveys and interviews, with Bindura Nickel Corporation serving as the subject of investigation. The student employed graphs and tables to present the data in a visually accessible manner. The presentation of the data followed a thematic approach, organising the information according to the study's research questions. To establish the study's credibility and ensure the reliability and validity of the findings, the response rate of the study was demonstrated, reinforcing the legitimacy and authenticity of the results.

The fifth chapter concentrated on the researcher's findings, such as the impact of human resource planning on organisational performance, the influence of human resource management on organisational performance, the economy's mediating effect on human resource planning, the effects of technology on human resource management and organisational performance, and the environment's influence on human resource planning.

5.2. Recommendations

The researcher presents the following recommendations to the management of Bindura Nickel Corporation based on the study's findings:

5.2.1. Technology

According to the researcher, management should ensure that staff are technically sophisticated so that their work is flexible. Because it appears that the majority of the company's work is done digitally, the organisation must keep up with technology. Technology makes it easier to find job; for example, during the COVID-19 outbreak, technology enabled employees to work from home without difficulty. Employees will be more motivated to contribute to organisational performance if they have access to the necessary tools or technologies. To keep work moving swiftly and to encourage employees, management should make every effort to guarantee that each employee has a computer in

his or her workplace. When employees are provided the right tools, they always work efficiently.

5.2.2. Employee involvement and Participation.

In order to convey their own grievances to management for settlement, employees or staff members must be involved in decision-making. Employee involvement has various benefits, including providing a clear picture for management to see how its employees perform at work. Employee involvement boosts employee confidence, which allows them to have a positive relationship with their employers. Involving staff in budget meetings can help management achieve the correct amount and understand what is required. Employees will be able to identify and locate areas that require training and development if management incorporates them in the firm's activities.

5.2.3. Teamwork

The researcher further advised that organisational collaboration should be encouraged by management. Given the importance of each department in achieving organisational success, it is essential for management to prioritise teamwork among all staff members. By fostering a culture of collaboration, the organisation can enhance its overall effectiveness as employees work together instead of engaging in competition.

5.2.4 Training and Development

The student proposes that for effective human resource planning and organisational performance, it is crucial for the organisation to maintain a focus on training and developing its employees to ensure their qualifications. Training provides employees with the advantage of staying updated with globalisation and emerging trends. Additionally, employees need to receive education or guidance on effectively managing diverse individuals with varying sensitive issues, as the organisation interacts with a wide range of people with diverse concerns.

5.3. Recommendations for Future Research

As previously mentioned, the objective of this investigation was to examine the influence of human resource planning on organisational performance. It is recommended that further

research be conducted to assess the effects of different factors on organisational performance, including the effects of human resource management on organisational performance, as suggested by this study.

5.4. Conclusion

Drawing implications from the research findings demonstrates the critical link between human resource planning and organisational performance, highlighting the essentiality of this function for numerous organisations. The resource-based view theory asserts that effective human resource planning enhances overall organisational performance. Consequently, the study's conclusion suggests that there exists a correlation between organisational performance and human resource planning, albeit contingent on its appropriate implementation. Human resource planning offers several advantages, including fostering teamwork, employee involvement, and motivation, as well as boosting employee morale. However, effective communication emerges as the most crucial element in human resource planning within management. If the organisation fails to effectively communicate the strategy to employees and staff members, employee engagement is likely to suffer. Furthermore, training and development exert influence on both human resource planning and organisational performance. Hence, employee involvement, training, and development can help mitigate the impact of human resource planning on organisational performance.

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APPENDIX 1



Survey Questionnaire Consent Letter

Bindura University of Science Education
741 Chimurenga Road

Bindura

Dear Respondent

My name is Progress Funganjera, a Bachelor of Business Administration (Honours) Degree student in Human Capital Management at Bindura University of Science Education. I am carrying out research entitled: **.AN INVESTIGATION INTO THE RELATIONSHIP BETWEEN HUMAN RESOURCE PLANNING AND ORGANISATIONAL PERFORMACE (A CASE STUDY OF BINDURA NICKEL CORPORATION (BNC).** The research project targets both non managerial and managerial workers of Bindura Nickel Corporation.

You are therefore kindly requested to assist in the research by completing the questionnaire fully and as truthfully as you can. All the information you provide will be used solely for the purpose of this study and will be treated with utmost confidentiality. In case you have any questions and wish to have a detailed account of this study please contact me at progressf324@gmail.com or contact the researcher on cell number +263 771 225 432 or +263 718 805 662.

Your cooperation in this regard will be greatly appreciated.

Yours faithfully

Progress Funganjera

RESEARCH INSTRUMENTS

SECTION A: DEMOGRAPHIC DATA

1

Gender	Male	Female
Response		

2

Age	Below 20 years	21-40 years	41-60 years	61 years and above
Response				

3

Marital status	Married	Divorced	Single	Widow
Response				

4

Length of service	5 years and below	6 to 9 years	10 years and above
Response			

5

Level of education	Diploma	Degree	Masters	PHD
Response				

6

Job position	Management	Supervisory	Technical	Administrative
Response				

7

Department	Human Resources	Finance	Procurement	Engineering
Response				

8

Does your organisation offer you any training and development programmes?	Yes	No
Response		

9

How often do you go for training?	Twice a year	Thrice a year	Never done before
Response			

10

Do you find the training and development programmes	Yes	No
--	------------	-----------

beneficial?		
Response		

11

How is your current work output?	Poor	Good	Excellent
Response			

12

What is your comment on individual workload?	Poor	Good	Excellent
Response			

13

What is your take on your current remuneration, are you satisfied with it?	Less satisfied	Satisfied	More satisfied
Response			

14

Do you think HR is doing enough in addressing remuneration issues?	Strongly agree	Agree	Strongly disagree	Disagree
Response				

15. What recommendations do you propose?

Answer.....
.....
.....

THE END

**THANK YOU FOR YOUR COOPERATION KINDLY ASSIST BY RETURNING
THE QUESTIONNAIRE TO THE STUDENT RESEARCHER.**

SECTION A

STRUCTURED INTERVIEW GUIDE FOR MANAGEMENT

1. What do you understand by the term Human Resource Planning?
2. What do you understand by the term organisational performance?
3. Does your organisation have any HRP strategies in place?
4. Do you think the environment has any effect on your HRP strategies?
5. Do you think HRP has any effect on your overall organisational performance?
6. How is production currently?
7. What do you think is the cause?
8. How often do you employees go for training?
9. What is the general atmosphere with your employees, have they raised any issues with you lately with regards to training and development?
10. With regards with the technological advancement in the world of work, has this in any way affected your HRP strategies and organisational performance?
11. What measures or strategies have you put in place in order to address these issues?
12. What do you suggest as the best way forward in addressing HRP issues and its impact on organisational performance?

Progress

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